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The Americans with Disabilities Act (ADA)



A Guide for
Massachusetts
Businesses Employing
and Accommodating
People with
Disabilities

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This guide focuses on Title I and III and is not intended as a complete compliance guide for the Americans with Disabilities Act of 1990.

The material set forth in this booklet is distributed with the understanding that its authors are not rendering any legal or professional advice to the reader.



*A letter from the Commissioner
of the Massachusetts Rehabilitation
Commission*

Dear Massachusetts Employer:

Thank you for taking the time to review this important material discussing the Americans with Disabilities Act (ADA) and how it affects your relationship with your current and prospective employees. The ADA, passed in 1990, is a landmark piece of civil rights legislation ensuring that people with disabilities have the same access to work as everyone else. This publication specifically addresses your concerns as employers, focusing on access and equity in public accommodations, marketing, and employment.

In today's competitive job market, people with disabilities constitute one of the few remaining underutilized segments of the workforce. Often, the hesitancy some employers experience with regard to an applicant or employee with a disability disappears when myths and generalizations are replaced with information and specific circumstances and experiences. For instance, as cited elsewhere in this publication, more than 69% of all job accommodations cost under \$500, and almost one in five require no cost at all. Additionally, tax credits and informational supports are readily available to employers as they create and fill barrier-free jobs. The information in this publication not only begins the process of demystification for employers, but also provides leads to additional resources.

At the Massachusetts Rehabilitation Commission, our mission is to help people with disabilities live more independent, fulfilling lives. Training and job placement assistance are two tools we use in pursuit of this mission. We help prepare consumers to be successful in the workplace, and for your benefit we also prepare Massachusetts employers to succeed when they hire employees with disabilities. Successful employment of people with disabilities requires commitment, information and communication, just as it would with any other new employee. The information contained in this booklet provides you with an excellent first step toward that goal.

Sincerely,

Elmer C. Bartels
Commissioner of Rehabilitation

ADA RESOURCE GUIDE

ACKNOWLEDGMENTS

We thank Adaptive Environments for their technical assistance and the Americans with Disabilities Act Coalition of Connecticut (ADACC) and their Resource Guide Development Committee for granting us permission to edit and reproduce this guide, formerly *A Guide For Connecticut Businesses Employing and Accommodating People with Disabilities*, for use by Massachusetts employers. We appreciate all the hard work and expertise that went into developing this comprehensive employment resource guide.

We sincerely hope employers in Massachusetts will benefit from the wisdom in this booklet and employ Massachusetts citizens with disabilities. The Massachusetts Rehabilitation Commission is ready to assist you with your employment needs; please call us at 1-800-245-6543.

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The Massachusetts Rehabilitation Commission
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TABLE OF CONTENTS

INTRODUCTION.....	1
HOW TO USE THIS GUIDE.....	1
WHO IS A PERSON WITH A DISABILITY?.....	2
 UNDERSTANDING THE ADA: PUBLIC ACCOMMODATIONS	3
WHAT THE LAW SAYS	3
CREATIVE PROBLEM SOLVING	9
OVERCOMING BARRIERS.....	10
TAX INCENTIVES ARE AVAILABLE	14
ARCHITECTURAL RENDERINGS	15
 MARKETING AND THE ADA	24
INCREASING YOUR MARKET SHARE WHILE PROVIDING QUALITY SERVICES TO CUSTOMERS WITH DISABILITIES	24
YOUR MARKETING STRATEGY.....	25
ETIQUETTE WITH YOUR CUSTOMERS WITH DISABILITIES	26
 UNDERSTANDING THE ADA: EMPLOYMENT	32
WHAT THE LAW SAYS	33
JOB ANALYSIS: AN IMPORTANT EMPLOYMENT TOOL	40
HOW IS THE ADA ENFORCED?	43
THE BENEFITS OF HIRING PEOPLE WITH DISABILITIES....	44
GUIDELINES FOR CONDUCTING A JOB INTERVIEW.....	45
LOW COST SOLUTIONS AT THE JOB SITE.....	47
 MYTHS AND FACTS ABOUT PEOPLE WITH DISABILITIES	56
COMMUNICATING WITH AND ABOUT PEOPLE WITH DISABILITIES	60
ADA RESOURCES: WHERE TO TURN FOR HELP	62

ADA — THE AMERICANS WITH DISABILITIES ACT A GUIDE FOR MASSACHUSETTS BUSINESSES EMPLOYING AND ACCOMMODATING PEOPLE WITH DISABILITIES

INTRODUCTION

The Americans with Disabilities Act of 1990 (ADA) is a landmark federal law which protects persons with disabilities from discrimination in the areas of employment, public accommodations, state and local government services, telecommunications and transportation.

Signed by President George Bush on July 26, 1990, the ADA guarantees that Americans with disabilities have the same legal protection against discrimination as that provided to individuals on the basis of race, color, national origin, sex and religion.

The ADA's employment section (Title I) went into effect on July 26, 1992. Places of public accommodation, including private businesses, have been required to comply with the public accommodation section (Title III) since January 26, 1992. This publication will help familiarize you with what is required in employing—and making your place of business accessible to—people with disabilities.

HOW TO USE THIS GUIDE

This booklet is designed as a guide to help business people like you find answers to questions you may have concerning the Americans with Disabilities Act (ADA). It provides background information and some valuable definitions to help familiarize you with the ADA and much of its terminology. It also offers concise suggestions on how you—and your bottom line—can benefit by complying with the ADA.

In addition, you will find information on federal tax incentives, new marketing ideas, and techniques that can reduce employee turnover.

The section entitled “Low-Cost Solutions” identifies the kinds of measures you can take to comply with the new law. “ADA Resources: Where to Turn for Help” identifies organizations and agencies that can help you with questions specific to your business. Other sections of the guide give you ways to enhance compliance with the ADA.

WHO IS A PERSON WITH A DISABILITY?

The ADA defines a person with a disability as someone who:

1. has a physical or mental impairment which substantially limits one or more of major life activities (*such as learning, walking, seeing, etc.*);
2. has a record of having had such an impairment; or
3. who is perceived or regarded as having such an impairment.

The protection provided by the ADA is not limited to those who are currently impaired. Rather, those who once had a disability, such as cancer or heart disease, but are no longer disabled, are still protected. The ADA also protects individuals who are perceived as disabled even if they are not—such as those with severe facial burns.

People with a hidden disability, such as a learning disability or the HIV virus, are considered disabled under the ADA if they are substantially limited in a major life activity. Finally, people who are not themselves disabled, but who are discriminated against because they are associated with someone who has a disability (*e.g., the spouse of a person with muscular dystrophy or parent of someone with AIDS*) are also protected.

UNDERSTANDING THE ADA: PUBLIC ACCOMMODATIONS

WHAT THE LAW SAYS:

HOW WILL THE ADA AFFECT MY BUSINESS?

The ADA prohibits businesses from discriminating against people with physical and mental disabilities, visible as well as hidden. The law also requires accessible entry to buildings which contain places of public accommodation. The degree of access required depends on whether the structure is new, undergoing an alteration, or not experiencing any change at all.

WHAT IS A PLACE OF PUBLIC ACCOMMODATION?

A place of public accommodation is a private entity which serves the public. That includes hotels, motels, restaurants, physicians' offices, places of recreation and education, barber shops, beauty salons, office buildings and similar establishments. Religious facilities and certain private clubs are not considered places of public accommodation.

WHAT ARE THE REQUIREMENTS OF THE ADA?

The ADA requires that people with disabilities receive full and equal enjoyment of goods, services, facilities, privileges and advantages of any place of public accommodation. For example, a person who uses a wheelchair cannot be excluded from an exercise class in a health spa because he or she cannot do all the same exercises as a person without a disability; a child with mental retardation cannot be excluded from a theater production merely because he or she has a mental disability.

The ADA emphasizes the provision of integrated benefits and services. Separate services or benefits may be provided only when they are necessary for people with disabilities to enjoy the same opportunities provided to others.

Examples of separate services or benefits which are considered appropriate are accessible restroom stalls and handicapped parking spaces. On the other hand, inclusion of blind persons in “regular” museum tours must be permitted, rather than assigning such persons to a “special” tour. (*Note: A separate tour would not be prohibited, but a person who is blind cannot be required to take the separate tour.*)

HOW IS NEW CONSTRUCTION AFFECTED BY THE ADA?

The ADA requires *all* new construction which houses a place of public accommodation to be fully accessible to, and usable by, people with disabilities. This requirement applies to all new buildings constructed or occupied after January 26, 1993. The State Building Code also requires new construction to be fully accessible.

WHAT IS REQUIRED WHEN AN ALTERATION IS PLANNED?

When alterations are undertaken, the area being modified must be made readily accessible to, and usable by, people with disabilities. In addition, if the alteration is to a primary function area (*e.g., the dining room of a restaurant*), the modifications must include an accessible path of travel to that area from the entrances, as well as accessible restrooms, drinking fountains, and telephones.

You must provide this accessible path of travel during your planned renovation unless the scope of providing it requires a cost greater than 20 percent of the cost of the original alteration. If the cost of complete access exceeds the cost limit, the ADA still requires the 20 percent be spent, with these path of travel features taking the following order of priority:

- an accessible entrance;
- an accessible route to primary function area;
- accessible restrooms; and
- accessible water fountains, telephones, etc.

IF I AM NOT PLANNING ANY ALTERATIONS, DO I STILL NEED TO COMPLY?

Even if you are not planning a renovation, the ADA still requires that you make your building accessible to, and usable by, people with disabilities when the required changes are “readily achievable.” Readily achievable is defined as being *easy to accomplish without much difficulty or expense*.

For example, while a newly constructed bank would be required to have an accessible ATM machine, an existing ATM would only have to be made accessible if it is relatively easy to do so. Similarly, an existing restaurant would probably not be required to remove a barrier created by a flight of stairs. However, if a single step, or even several steps, create the barrier, the owner would be required to build a ramp to provide access.

WHAT SHOULD I DO FIRST?

The resource list at the end of this guide identifies organizations that may provide accessibility surveys. A survey of this kind should be your first step toward ADA compliance.

You should place your highest priority on allowing a person with a disability to enter the building. The next priority is getting the person to those areas where goods and services are made available to the public. Your third priority should be accessibility to restrooms (*if restrooms are provided*).

DO I NEED TO MAKE MY BUSINESS ACCESSIBLE TO PEOPLE WITH HEARING, SPEECH, OR VISUAL DISABILITIES?

According to the ADA, it is your responsibility to ensure that no individual with a disability is excluded, denied services, segregated or otherwise treated differently from anyone else. You must make accommodations for *effective communication* between your employees and your customers, clients, patients and participants with hearing, visual or speech impairments.

Depending on your business and your financial resources, you may be required to provide auxiliary aids and services, such as sign language interpreters, brailled materials, a TTY/TDD, videotext displays, signage with raised lettering, computer-aided transcript service, and closed-captioning.

You should not be intimidated by this requirement. The auxiliary aid requirement is a flexible one. Less expensive alternatives (*e.g., reading a menu to someone who is blind rather than providing a brailled menu*) may be utilized, as long as the result is *effective communication*.

DOES MY BUSINESS NEED TO CREATE SPECIAL SIGNAGE?

Only existing signage or signage for newly constructed areas need comply with the ADA. Areas currently without signage do not require the creation of new signage.

If your business has entrances and/or restrooms that are not accessible in addition to ones that are accessible, the accessible entrances and restrooms must be identified with appropriate signage. In addition, inaccessible entrances and restrooms should provide directions to accessible areas.

To assist people with visual disabilities, there are guidelines for how signs should be made with respect to: raised and brailled letters, finish and contrast quality, mounting location and height. When creating new signage, make sure your sign manufacturer knows what is required by the ADA.

WHAT IF MAKING MY BUILDING ACCESSIBLE IS NOT READILY ACHIEVABLE?

Even if structural access is not readily achievable, your business still must provide *accessible services*. You should consider alternative methods of providing your services (*curb service, home delivery, etc.*).*

*See "Creative Problem Solving" (p. 9) for ideas to help you comply.

WHAT DOES “DIRECT THREAT” MEAN?

If a person poses a *direct threat* to the health and safety of others, your business may exclude that person from benefiting from the goods, services, facilities, privileges and advantages you provide.

A direct threat is a *significant and imminent* risk to others that cannot be reduced or eliminated by changes in policies, practices or procedures, or by the provision of auxiliary aids and services.

You must make an individual assessment of each situation. That assessment should be based on current medical evidence; the nature, duration and severity of risk; the probability that injury will occur; and identification of areas where modification of policies, practices, or procedures will mitigate the risk. You cannot rely upon fear, stereotypes, or other misinformation to deny people services.

You may wish to seek outside counsel for assistance in determining when someone might pose a direct threat. See the resource listing in this booklet for service providers who can assist you in this area.

HOW ARE THE ADA’S PUBLIC ACCOMMODATION REGULATIONS ENFORCED?

If a person with a disability wants to file a formal complaint against a business, he or she may contact the U.S. Department of Justice or file suit in federal court. A person who prevails in private litigation may recover his or her costs and/or attorney’s fees; they may also obtain an order requiring the accused business to comply with the ADA. Monetary damages may also be awarded by the court in lawsuits initiated by the U.S. Attorney General.

In Massachusetts, a person with a disability has the option to chose *mediation* through the MAMPP—Massachusetts Association of Mediation Programs and Practitioners. This process assists parties in creating win-win solutions. For more information, call MAMPP at (617) 451-2093.

If the ADA is implemented as intended, and by an informed business community, the need for people with disabilities to gain their rights through enforcement mechanisms will be minimized.



CREATIVE PROBLEM SOLVING

Under the ADA, new facilities must be readily-accessible to people with disabilities. What if your existing place of business is not physically accessible in one or more areas?

Making your business more accessible does not have to be expensive. Accommodating patrons and consumers with disabilities does not always require expensive architectural modifications or the purchase of technologically sophisticated equipment.

Where physical changes to an existing facility are not readily achievable, or where they would pose an undue hardship to the business, alternative approaches are acceptable under the ADA. Technical assistance is available to help businesses identify creative, low-cost solutions to enable patrons with disabilities to obtain products or services in the same way as people without disabilities.

Before making changes to your facility, consult with your town or city building official. Alterations or new construction must be done in accordance with the current state building code, which is administered by the local building official, as well as the accessibility standards of the ADA as established by the U.S. Architectural and Transportation Barriers Compliance Board (*ATBCB*).

OVERCOMING BARRIERS

PROBLEM:

A retail store has a limit of the number of items that can be taken into a dressing room at one time. The store provided the following accommodations for individuals with special needs.

SOLUTION:

A large room was made by removing a partition from the adjacent room. The store also installed a sturdy chair, put high and low hooks for clothes and store items, created a special tag to indicate the number of items taken in for trying on, and provided assistance whenever needed while the customer was shopping.

PROBLEM:

A restaurant had a bathroom which had three narrow stalls. The cost of making one stall accessible by enlarging the bathroom was prohibitive.

SOLUTION:

By removing a toilet and a partition, the establishment created one large stall where two narrow ones had been. Grab bars were installed in back of and beside the remaining toilet, and a wider, out-swinging door was put in place.

PROBLEM:

An individual with Tourette Syndrome wanted to attend performances at a local theater but was disruptive to other patrons.

SOLUTION:

He could attend during a matinee performance (*when the balcony was not utilized*) and sit there with his guests, or attend the performance at night and utilize an old sound booth that was not being used.

PROBLEM:

A hearing-impaired consumer had difficulty communicating with a pet store owner about food, shampoo and other items he wanted to buy for his dog.

SOLUTION:

The owner utilized his computer monitor and keyboard as a way to communicate. Additional benefits: the pet store owner was able to print out all the instructions for the consumer to take home.

PROBLEM:

A two-story designer show-house was featured as a fund-raising event for several disability organizations. Alterations needed to be done to make the event as accessible as possible.

SOLUTION:

The front entrance had two 48" wide doors; one door had a ramp and the other had stairs. The gift shop and eating area were in the garage and on the patio outside of the garage; a ramp was installed from the kitchen area through the garage and outside. An accessible portable restroom was rented for the month of the show. Because there was no elevator access to the second floor, a descriptive video, made by the designers, of all the rooms upstairs was available for viewing on the first floor.

PROBLEM:

The entrance to a small, independently-owned drugstore had double doors, each of which was only 27" wide – not wide enough to admit most wheelchairs. If both doors were held open at the same time, a wider entrance was created. But how was a person in a wheelchair going to pull both doors open simultaneously?

SOLUTION:

The doorway was reconstructed to create a 32" clear width entrance.

Alternative Solution: Install an automatic door opener to existing doors, to open both doors simultaneously.

PROBLEM:

A combination flower shop and gourmet food store was located in an older, historic building and was not accessible. It had narrow doors and a flight of stairs leading up to the entrance.

While it was not possible to make the shop accessible under the readily achievable standard, the owners saw the business advantage of making their products and services available to people with physical disabilities.

SOLUTION:

The store distributed advertising flyers which said, "if you can't come to us, we'll come to you... just call ahead." Services included curb service, a mail-out catalogue and free delivery.

PROBLEM:

A small restaurant had a lengthy take-out menu. Someone told the owners that the ADA required them to have this menu translated and printed in braille.

SOLUTION:

While making a menu available in braille is a welcome accommodation for customers with visual impairments, the restaurant could comply with the ADA by having one of the restaurant staff read the menu to the customer, or by putting the menu on audio-tape.

PROBLEM:

A bank's automatic teller machine (ATM) had been mounted at a height which most wheelchair users could not reach.

SOLUTION:

The floor level was permanently raised in the area around the ATM by installing a ramped platform.

PROBLEM:

A bank customer who was blind wished to use the bank services on his own. He was concerned about how to accurately determine denominations of paper money. (*Coins were no problem because of their different sizes.*)

SOLUTION:

The tellers responded to the man's needs by handing cash to him as follows: one dollar bills unfolded, five dollar bills folded in half lengthwise, and ten dollar bills folded in half across the middle.

PROBLEM:

A 40-room motel wanted to become more accessible to patrons with disabilities and made many low-cost modifications, such as lowering the closet racks and purchasing shower chairs for the bathtubs. However, while wheelchair users could enter the bathroom, they could not close the in-swinging bathroom door behind them. The cost of enlarging the bathrooms in these two rooms posed a financial hardship for this small facility.

SOLUTION:

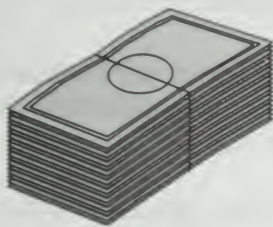
In each of the two rooms, the bathroom door was reversed so that it opened out instead of in, allowing wheelchair users to close the door behind them. The width of the door was also expanded by using offset hinges. Also, a fold-down table was installed next to the motel registration desk for check-in by people utilizing wheelchairs or other assistive devices. A clipboard was provided as well.

PROBLEM:

A clothing store entrance was wide enough to admit a wheelchair easily. However, in one area of the store, wheelchairs could not fit between the display tables.

SOLUTION:

Rearranging the display tables to widen the aisles to 36" solved the problem. To make its establishment even more welcoming to individuals with disabilities, the store invited a representative of the city's Office of Disability Issues to train and sensitize staff to the needs of their patrons with disabilities.



TAX INCENTIVES ARE AVAILABLE

The federal tax code provides several incentives for increasing the accessibility of your business.

First, under Section 44 of the Internal Revenue Code, small businesses (*those with gross receipts not exceeding \$1 million, or with 30 or fewer full-time employees*) may take a *tax credit* for qualified expenditures made to comply with the ADA. The amount that may be taken as a credit is 50 percent of the amount exceeding \$250 but less than \$10,250 per tax year (*total credit cannot exceed \$5,000*).

To be considered qualified, expenditures under this Disabled Access Credit provision must be reasonable and necessary. They must also meet standards established by the Architectural and Transportation Barriers Compliance Board (*ATBCB*). Examples of what might be considered qualified expenditures include removing architectural, communication, physical or transportation barriers; providing interpreters, readers or similar services; and modifying or acquiring equipment or materials related to compliance with the Act. Credits may be claimed on IRS Form 8826.

Secondly, under Section 190 of the Internal Revenue Code, businesses of any size may take a *tax deduction* of up to \$15,000 per year on their federal tax return for making a facility or public transportation vehicle (*owned or leased for business use*) accessible to, and usable by, persons with disabilities.

To qualify, expenditures must meet standards under Section 190, and must be made for the specific purpose of removing architectural and transportation barriers. Expenses incurred during new construction or renovation are *not* included.

ARCHITECTURAL RENDERINGS

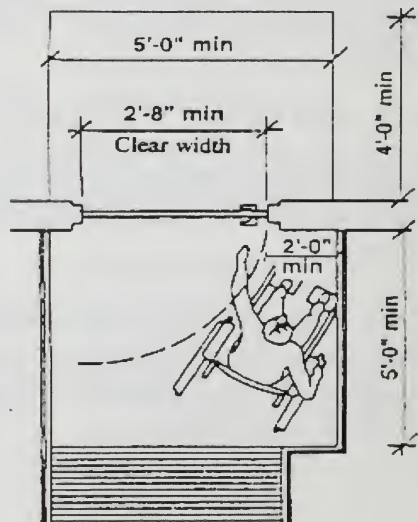
The following are examples of accessible areas as constructed for a new building. Although existing structures are not required to make their facilities match these examples, they can serve as models.

If this level of accessibility cannot be achieved without posing an undue hardship on the business, other accommodations should be made to enable employees and patrons with disabilities to utilize the premises effectively.

Before making any modifications to your business or applying for tax credits, be sure to consult with the appropriate architectural, legal and accounting professionals to be sure your plans are in compliance with the ADA. You should also make sure your plans are consistent with the Massachusetts Building Code, because in some situations the code is more demanding than the ADA, and the most stringent standard would apply.

ACCESSIBLE DOORWAY

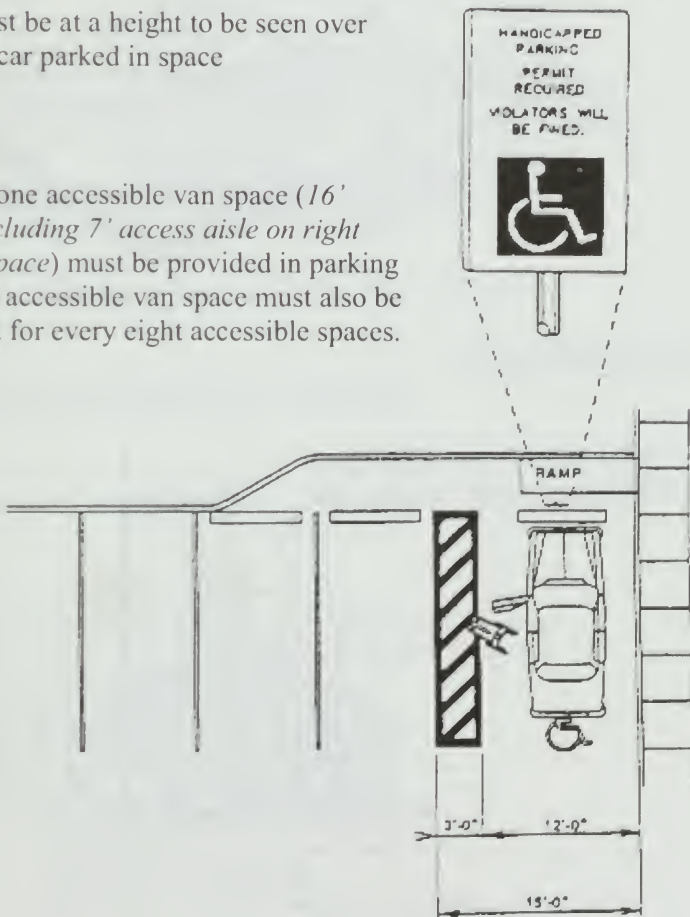
- 32" minimum clear width of doorway
- 24" clear space (on pull side of door)
- Maximum force to open: 5 pounds
- A minimum of 12" of clear space is required on the push side of the door if door has both closer and latches.



ACCESSIBLE PARKING SPACE

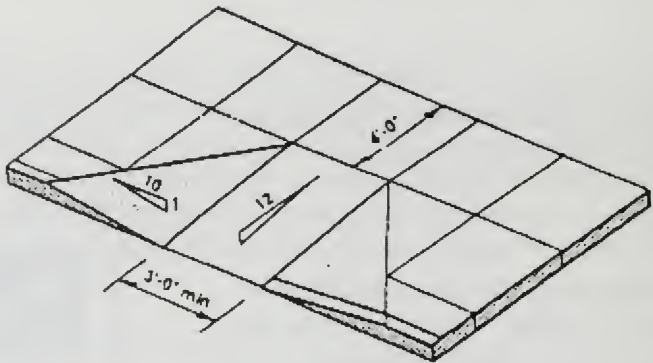
- Should be located closest to accessible entrance
- Raised Sign: Handicapped Parking
Permit Required
Violators Will Be Fined
- Parking Space: 15' minimum width, including crosshatch
- Crosshatching: 3' minimum width

- Sign must be at a height to be seen over hood of car parked in space
- At least one accessible van space (16' wide, including 7' access aisle on right side of space) must be provided in parking lots; one accessible van space must also be provided for every eight accessible spaces.



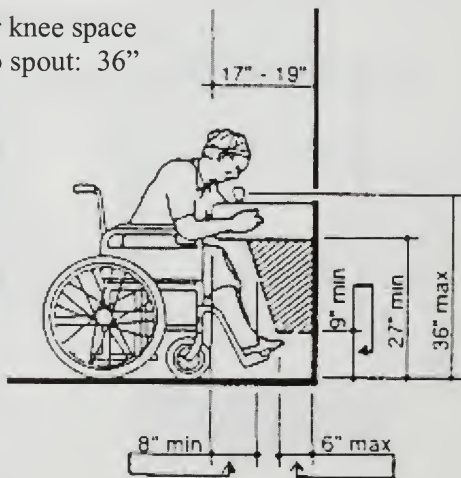
CURB CUT

- 3' minimum curb width
- 4' minimum walkway width at top
- 1:12 maximum slope (*middle*)
- 1:10 maximum slope (*sides*)
- Lip must be flush with street



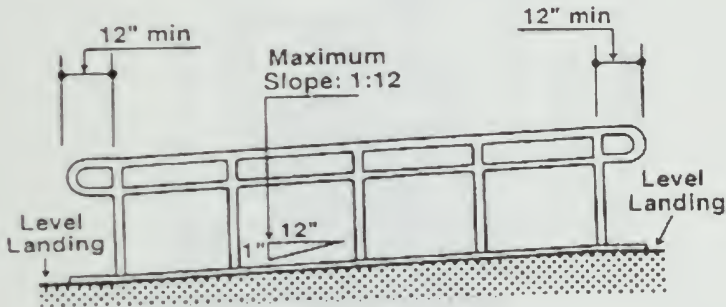
WATER FOUNTAIN

- Minimum 27" clear knee space
- Maximum height to spout: 36"



RAMP

- Minimum Landing: 60"x60" landing required at turns, at top and bottom of ramp, and at 30' intervals
- Minimum clear width between handrails: 36"
- Handrails required on both sides if rise is greater than 6", or if horizontal projection is greater than 72"
- Height of handrails must be 34"-38"



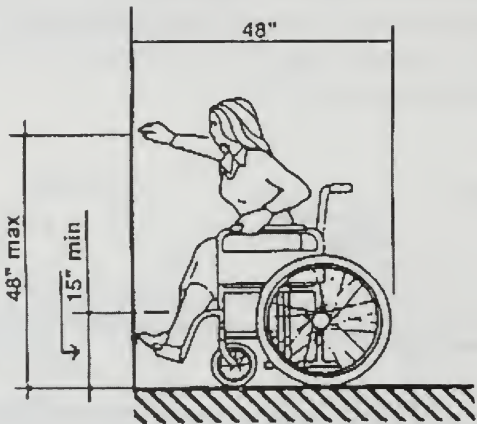
Edge protection – 4" curb, wall or railing

CANE RANGE FOR DETECTING OBJECTS

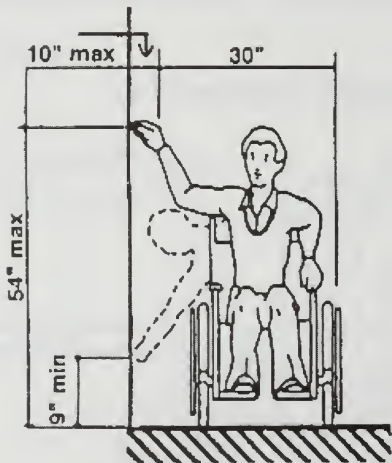


REACH LIMITS

- Maximum height: 48"



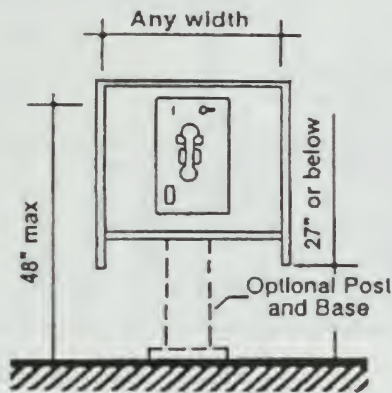
Forward Reach



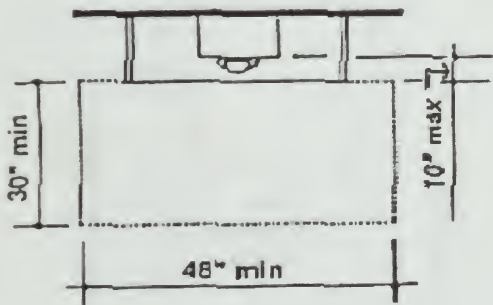
Side Reach

TELEPHONE

- All working parts no higher than 48"
- Minimum clear floor space: 30" x 48"

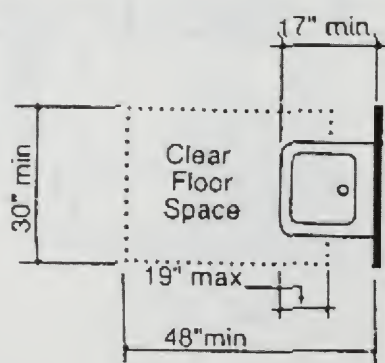
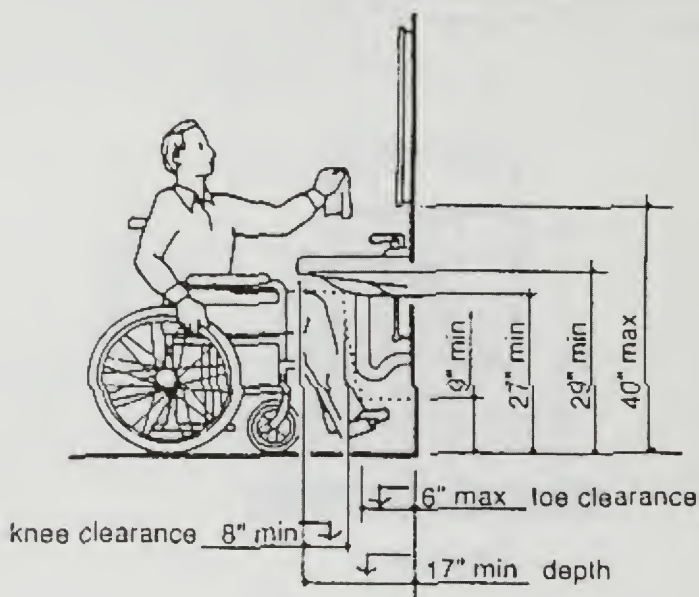


Elevation

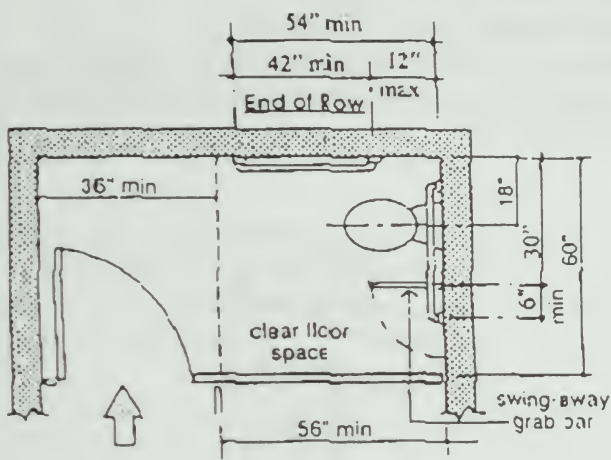


Plan

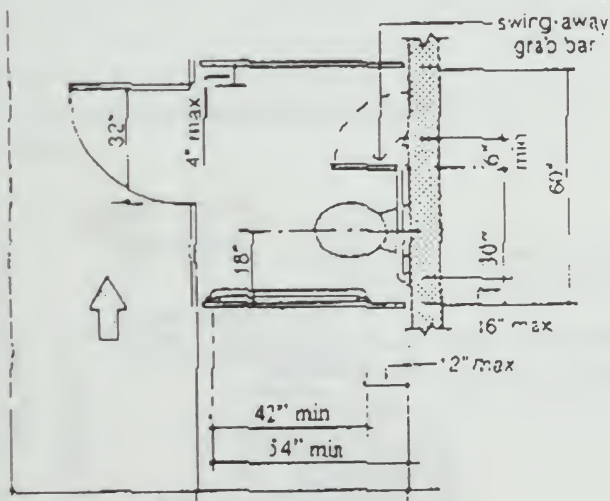
LAVATORY



TOILET STALLS



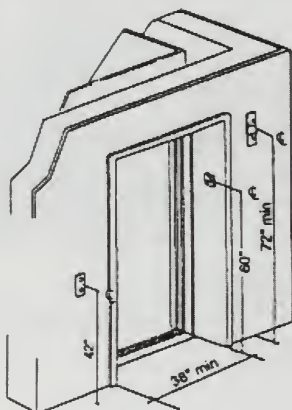
Middle of Row



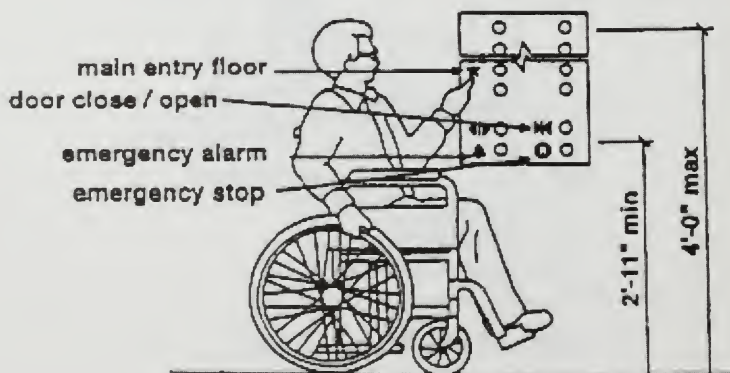
Height of grab bars: 33" - 36"

ELEVATOR

- Call buttons: centered at 42" height
- Hall lanterns: minimum 72" height
- Minimum door width: 36"
- Raised and braille numbers on door jambs: 60" height
- Interior control buttons: braille and raised numbers; maximum 48" height (*front approach*)



Control panel with tactile markings



MARKETING AND THE ADA



INCREASING YOUR MARKET SHARE WHILE PROVIDING QUALITY SERVICES TO CUSTOMERS WITH DISABILITIES

The business community constantly tries to provide better services to existing customers and to expand its market by developing new customer bases. A largely untapped customer market is the disability market, which can be an economically advantageous niche for business.

People with disabilities comprise one of the nation's largest minority groups. As the population ages, approximately 40 percent of people over the age of 65 will likely have disabilities. According to recent Census Bureau data, there are at least 54 million Americans with disabilities, a figure which does not include friends or relatives who wish to share their business and entertainment activities.

Serving customers with disabilities provides significant opportunities for the business community. It is estimated that more than 20.3 million families in the U.S. have at least one member with a disability. Persons with disabilities themselves are estimated to have a combined income of nearly \$700 billion. Of that figure, approximately \$175 billion is discretionary income.

YOUR MARKETING STRATEGY

According to a recent General Accounting Office report, implementing the access provisions of the Americans with Disabilities Act has increased revenues in the hotel and hospitality industry by 12 percent. Other industries are taking note and following suit. Business is recognizing that it has a lucrative window of opportunity if it is customer responsive to persons with disabilities. In developing a marketing strategy, perhaps the most important thing to remember is that people with disabilities are the only ones who really know what they need or want. For much too long, assumptions have been made for them, rather than with them.

The following ideas should be considered in a marketing strategy for consumers with disabilities:

- Keep an open mind about what persons with disabilities can or cannot do, want or need, to drive your marketing strategy. Advances in technology, rehabilitation, and medicine, coupled with changes in societal attitudes, make many activities previously thought "impossible" for persons with disabilities *possible*.
- Recognize the diversity of the disability market. Do not assume that "one size fits all." Define why this market sector, and its individual components, needs your services or products.
- Become involved with the disability community by sponsoring and/or participating in a national or local event or project.
- Include people with disabilities in your product development. Remember that products geared to meet the needs of persons with disabilities often can be marketed to the public at large (e.g., *electric garage opener*).
- Develop simple modifications to make existing services and products user-friendly to persons with disabilities.

ETIQUETTE WITH YOUR CUSTOMERS WITH DISABILITIES

The key to providing quality services to customers with disabilities is to remember that all customers are individuals. Persons with disabilities come in all shapes and sizes, and have diverse personalities, abilities, interests, needs, and preferences, just like other customers. Below are some basic tips for interacting with customers who have disabilities. In most cases, *the best way to learn how to accommodate customers with disabilities is to ask them directly.*

SERVING CUSTOMERS WHO ARE BLIND OR VISUALLY IMPAIRED

- Speak to the customer when you approach her or him.
- State clearly who you are; speak in a normal tone of voice.
- Never touch or distract a service dog without first asking the owner.
- Tell the customer when you are leaving; never leave a person who is blind talking to an empty space.
- Do not attempt to lead the customer without first asking; allow the customer to hold your arm and to control her or his own movements.
- Be descriptive when giving directions; give the customer verbal information that is visually obvious to persons who can see. For example, if you are approaching steps mention how many and the direction.
- If you are offering a seat, gently place the customer's hand on the back or arm of the chair and let her or him sit down by her or himself.
- When dealing with money transactions, tell the customer the denominations when you count the money he or she is receiving from you.

- Make sure the customer has picked up all of her or his possessions before leaving.
- Ask if the customer needs assistance signing forms. Offer to guide her or his hand to the appropriate space for signature.
- Offer assistance if the customer appears to be having difficulty locating a specific service area.

SERVING CUSTOMERS WHO ARE DEAF OR HARD OF HEARING

- Gain the individual's attention before starting a conversation (*i.e., tap the person gently on the shoulder or arm*).
- Identify who you are (*i.e., show them your name badge*).
- Look directly at the customer, face the light, speak clearly, in a normal tone of voice, and keep your hands away from your face; use short, simple sentences.
- Ask the customer if it would be helpful to communicate by writing or by using a computer terminal.
- If the customer uses a language interpreter, speak directly to the customer, not to the interpreter.
- If you telephone a customer who is hard of hearing, let the phone ring longer than usual; speak clearly and be prepared to repeat the reason for the call and who you are.
- If you telephone a customer who is deaf, use the telecommunications relay service provided by VISTA IT, Inc. in compliance with the ADA. This number is listed in the resource portion of this booklet. Consideration should also be given to purchasing a TTY/TDD for your business.

- Discuss matters that are personal (*e.g., financial matters*) in a private room to avoid staring or eavesdropping by other customers.
- If the business being transacted is complicated or particularly important (*e.g., buying a car, contemplating surgery*), you may be responsible for providing a sign language interpreter.

SERVING CUSTOMERS WITH MOBILITY IMPAIRMENTS

- Put yourself at the wheelchair user's eye level. If possible, sit next to the customer when having a conversation.
- Do not lean on a wheelchair or any other assistive device.
- Do not assume the customer wants to be pushed—ask first.
- Provide a clipboard as a writing surface if counters or reception desks are too high; come around to the customer side of the desk/counter during your interaction.
- *Offer* assistance if the customer appears to be having difficulty opening the doors; don't assist without asking.
- Make sure there is a clear path of travel.
- If a person uses crutches, a walker, or some other assistive equipment, *offer* assistance with coats, bags, or other belongings.
- *Offer* a chair if the customer will be standing for a long period of time.
- If you telephone the customer, allow the phone to ring longer than usual to allow extra time for her or him to reach the telephone.

SERVING CUSTOMERS WITH SPEECH IMPAIRMENTS

- If you do not understand something, do not pretend that you do; ask the customer to repeat what she or he said and then repeat it back.
- Be patient; take as much time as necessary.
- Try to ask questions which require only short answers, or a nod of the head.
- Concentrate on what the customer is saying; concentrate on listening and communicating.
- Avoid barriers such as partitions, and distractions such as noisy, public places.
- Do not speak for the customer or attempt to finish her or his sentences.
- If you are having difficulty understanding the customer, consider writing as an alternative means of communicating, but first ask the customer if this is acceptable.
- If no solution to the communication problem can be worked out between you and the customer, ask if there is someone who could interpret on the customer's behalf.
- Discuss matters that are personal (*e.g., financial matters*) privately.

SERVING CUSTOMERS WITH MENTAL DISABILITIES

- Be prepared to provide an explanation more than once.
- Offer assistance with and/or extra time for completion of forms, understanding written instructions, writing checks, and/or decision-making; wait for the customer to accept the offer of assistance; do not "over-assist" or be patronizing.

- If a customer has difficulty reading or writing, she or he may prefer to take forms home to complete.
- Be patient, flexible, and supportive; take time to understand the customer and make sure the customer understands you.
- Consider moving to a quiet or private location, if you are in a public area with many distractions.

POINTS TO REMEMBER:

- Provide access to facilities and services.
- Relax.
- Listen to the customer.
- Maintain eye contact without staring.
- Make the customer feel comfortable.
- Treat the customer with dignity, respect, and courtesy.
- Offer assistance but do not insist.
- Ask the customer to tell you the best way to help.
- Deal with unfamiliar situations in a calm, professional manner.

UNDERSTANDING THE ADA: EMPLOYMENT

Workers with disabilities are as diverse as those without disabilities. They share the same concerns as other groups of workers. The ADA asks employers to focus on the abilities and qualifications—rather than the disabilities—of employees with physical and mental impairments.

The ADA does not require employers to hire people who are unable to fulfill the essential functions of a job. However, modifications to the worksite may be required so that people with disabilities can effectively use their abilities to perform their job duties.

These modifications may be physical—such as making the door to a business wide enough for a wheelchair to enter, or providing a telephone amplifier for a worker with a hearing impairment—or they may involve restructuring the job, such as allowing an employee who needs regular kidney dialysis or therapy to have a modified work schedule.

Where you consider making changes to your work environment to make it more accessible, keep in mind that the worker with a disability needs to get to, enter and move about freely within its structure in order to function optimally on the job. He or she should also have access to all activities which occur there.

Making the work environment accessible is not necessarily expensive. Before making changes to your facility, consult first with the individual employee to determine their needs. You may then need to talk to your town or city building official, since any alterations or new construction must be done in accordance with the current building code as well as the accessibility standards of the ADA established by the Architectural and Transportation Barriers Compliance Board.

WHAT THE LAW SAYS

WHICH EMPLOYERS MUST COMPLY WITH THE ADA?

Any employer (*including private business, state and local government, employment agencies and labor unions*) with 15 or more workers has been covered under the ADA since July 26, 1994.

WHICH EMPLOYMENT PRACTICES ARE COVERED?

The ADA protects people with disabilities from unfair treatment in the hiring process, job application procedures, discipline or termination practices, employment tests, advancements, compensation, employment benefits, job training and any other conditions or privileges of employment.

WHO IS PROTECTED BY THE ADA?

Any person with a disability (*as defined earlier*) who, with or without "reasonable accommodations," can perform the "essential functions" of a job is considered a qualified employee or applicant and is therefore protected by the ADA. The ADA does not require you to hire anyone who is not qualified to perform the essential functions of the job.

WHAT ARE REASONABLE ACCOMMODATIONS?

Reasonable accommodations are adjustments or modifications which range from making the physical work environment accessible, to restructuring a job, providing assistive equipment, providing certain types of personal assistants (*e.g., a reader for a person who is blind, an interpreter for a person who is deaf*), transferring an employee to a different job or location, or providing flexible scheduling. Reasonable accommodations are "tools" provided by employers to enable employees with disabilities to do their jobs, just as the employer provides the means for all employees to accomplish their jobs. For example, employees are provided with desks, chairs, phones, and computers; an employee who is blind or who has a visual impairment might need a computer which operates by voice command or has a screen that enlarges print.

Reasonable accommodations must be made on a case-by-case basis, and are not required when costs would constitute an undue hardship for an employer.

HOW DO I KNOW IF MY WORKSITE IS ACCESSIBLE?

The following are some questions to keep in mind when determining physical accessibility:

- Are there designated parking spaces for persons with disabilities that are close to the entrance of the worksite?
- Is there a pathway at least 36" wide, and without abrupt level changes or steps, that leads from the parking area to the entrance?
- If ramps are used to provide access, are they appropriately graded and are handrails provided?
- Are the doors wide enough (*36 inches*) for people using wheelchairs? Are they easy to open (*e.g., not excessively heavy, with easily grasped handles, or automatic*)?
- Is the personnel office in an accessible location?
- Are pathways to the bathroom, water fountain, and public telephone accessible? Can people with disabilities use them?
- Do bathrooms provide accessible toilets and lavatories which are of proper width, height and depth, as well as properly-placed grab bars?
- Are elevators accessible to all persons with disabilities (*e.g., control panels lower than 48 inches from the floor, raised symbols or numbers on the control panels*)?
- Is all signage appropriate and accessible for persons with visual, learning, and cognitive disabilities (*including the use of symbols and graphics*)?
- Does the emergency warning system include both audible and visual alarms?

WHAT IS AN UNDUE HARDSHIP?

This legal term is defined in the ADA as an action requiring significant difficulty or expense for the business/employer, considering the following factors:

- the nature and cost of the proposed accommodations;
- the overall financial resources of the business and the effect of the accommodation upon expenses and resources; and
- the impact of the accommodation upon the operation of the facility.

WHEN MAY A JOB ACCOMMODATION BE REQUIRED?

A workplace accommodation may be requested by an employee with a disability at any time during employment. After initiating the workplace accommodation process, the individual and the employer should discuss the request. There are several considerations when determining reasonable accommodation requests, including the demands of the job, the employee's skills and functional limitations, available technology, and cost. After both parties agree that a workplace accommodation is needed, an appropriate one must be selected.

WHAT ARE THE STEPS TO CONSIDER WHEN MAKING A WORKPLACE ACCOMMODATION?

- STEP 1: Decide if the employee with a disability is qualified to perform the essential functions of the job with or without an accommodation; focus on the individual's abilities, not limitations.
- STEP 2: Identify the employee's workplace accommodation needs by:
- involving the employee in every step of the process; employing confidentiality principles while exploring ways to provide workplace accommodations;

- consulting with rehabilitation professionals, if needed;
- using job descriptions and job analyses to detail essential functions of the job; and
- identifying the employee's functional limitations and potential accommodations

STEP 3: Select and provide the accommodation that is most appropriate for the employee and employer.

Remember:

- Costs may create an undue hardship, but they must be *significant* to be justified.
- Accommodations selected should be effective, reliable, easy to use, and readily available for the employee needing the accommodations.

STEP 4: Check results by:

- monitoring the accommodation to see if the adaptation enables the employee to complete the necessary work task(s); and
- periodically evaluating the accommodation(s) to ensure effectiveness.

STEP 5: Provide follow-up, if needed, by:

- modifying the accommodation if necessary; or
- repeating these steps, if appropriate.

WHAT TAX CREDITS ARE AVAILABLE TO ASSIST WITH WORKPLACE ACCOMMODATIONS?

Disabled Access Tax Credit

This is a tax credit available to an “eligible small business” in the amount of 50 percent of “eligible expenditures” that exceed \$250 but do not exceed \$10,250 for a taxable year. (*Maximum credit: \$5,000.*)

Architectural Barrier Tax Deduction

Businesses may deduct up to \$15,000 of the costs incurred each year to remove physical, structural, or transportation barriers in the workplace.

WHAT IF I THINK AN APPLICANT POSES HEALTH OR SAFETY RISKS?

The ADA provides that an employer may take into account whether or not a person’s disability gives rise to a “direct threat” to others or to the individual. The threat must involve an *imminent* and *significant* risk of *substantial* harm to the health or safety of the individual or others that cannot be eliminated by a reasonable accommodation.

For example, in the case of food handlers, an employer may refuse to hire a person with an infectious disease, but only if the disease is on a list developed by the U.S. Secretary of Health and Human Services, and only if the risk cannot be eliminated by a reasonable accommodation. Reassignments to non-food handling positions must be considered for existing employees.

CAN I REQUIRE MEDICAL EXAMS?

A good rule of thumb is that any procedure that is not required of a person without a disability should not be required of a person with a disability. For example, if a medical exam is necessary for a particular business, it should only be given *after* a job offer is made and only if it is *required of all other candidates* entering similar jobs.

The information obtained from a medical exam must be kept separate from a general personnel file and shall be treated as a confidential medical record except that:

1. supervisors and managers may be informed regarding necessary restriction on the work or duties of the employee and necessary accommodations;
2. first aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and
3. government officials investigating compliance with the ADA shall be provided relevant information on request.

DO I HAVE TO HIRE A PERSON WHO IS AN ALCOHOLIC OR ABUSES DRUGS?

Recovering alcoholics and drug users are protected from discrimination under the ADA. People who are currently using illegal drugs, however, are not protected, and individuals whose drinking is affecting attendance or work performance may be disciplined accordingly.

An employer may hold an employee who has a drug or alcohol problem to the same job performance and conduct standards as all other employees, even if the unsatisfactory performance or conduct is related to drug use or alcoholism. Further, employers are allowed to test applicants for drug use under the Drug Free Workplace Act of 1988.

WHAT ARE THE RESTRICTIONS ON PRE-EMPLOYMENT INQUIRIES?

Questionnaires, applications, medical examinations, and tests are often used by employers to determine the competency of the applicant. Keep in mind that, at the pre-offer stage, disability-related questions and medical examinations are absolutely prohibited under the ADA.

HOW CAN I MAKE SURE I COMPLY WITH THE ADA RESTRICTIONS ON PRE-EMPLOYMENT INQUIRIES?

Develop a thorough job description that identifies the essential elements of the job. By relying on this description, both the interviewer and applicant are aware of the essential elements of the job. Employers should also review old application forms to ensure that medical histories are not requested, since this is no longer appropriate.

HOW SHOULD I HANDLE PRE-EMPLOYMENT INQUIRIES DURING THE INTERVIEW PROCESS?

Focus your inquiries on job duties; and make sure to ask only questions regarding the information on the individual's application form. You may ask the applicant what prior job duties he or she performed. Be careful not to ask applicants about visible physical characteristics or their health status. It is not legal to inquire if the applicant has a psychiatric disability, a history of having a psychiatric disability, or if she or he has consulted with a psychiatrist. Nor may questions be asked about past drug addiction.

MAY I CONDUCT AN EMPLOYMENT PHYSICAL?

The law permits a medical examination if the medical evaluation is conducted *after* an offer of employment has been made. However, if physicals are conducted, they must be conducted for *all employees* in that job category, and the medical information gathered must be kept separate from the personnel file. Drug testing is not considered a "medical examination" under the law. Therefore, pre-employment tests for illegal drug use are permitted by the ADA.

CAN I ASK ABOUT AN APPLICANT'S DISABILITY?

No, but you are allowed to ask questions relating to a person's ability to perform essential job functions (*e.g., can you transport a 50 pound load 100 feet?*).

HOW CAN I TEST APPLICANTS?

First, any test given must relate to the actual functions of the job opening. Items unrelated to the actual job duties should not be part of the test. Second, it may be necessary to accommodate a person's disability in the testing procedure. For example, a blind person should be allowed to take an oral test in lieu of a written test (*unless sight is required for the job*), while an individual with a learning disability might be allowed to take an untimed test (*unless speed in answering written questions is an essential function of the job*).

JOB ANALYSIS: AN IMPORTANT EMPLOYMENT TOOL

All hiring decisions and supervisory evaluations should be based on objective criteria. A supervisor needs to know each job under his or her supervision and the qualifications needed to perform it, to ensure that interview questions and performance evaluations are objective.

Job analyses, although not required, may provide an objective basis for hiring, evaluating, training, accommodating and supervising persons with disabilities, and can improve the efficiency of your organization. It is a logical process which determines (1) purpose—the reason for the job; (2) essential functions—the job duties which are critical or fundamental to the performance of the job; (3) job setting—the work station and conditions where the essential functions are performed; and (4) job qualifications—the minimal skills an individual must possess to perform the essential functions. A job analysis describes the job, not the person who fills it.

HOW TO CONDUCT A JOB ANALYSIS

The following questions can help you to analyze each job in your organization.

PURPOSE:

What are the particular contributions of the job toward the accomplishment of the overall objective of the unit or organization?

ESSENTIAL FUNCTIONS:

1. What three or four activities actually constitute the job? Is each really necessary? (*For example, a secretary types, files, answers the phone, takes dictation.*)
2. What is the relationship between each task? Is there a special sequence which the tasks must follow?
3. Do the tasks necessitate sitting, standing, crawling, walking, climbing, running, stooping, kneeling, lifting, carrying, digging, writing, operating, pushing, pulling, fingering, talking, listening, interpreting, analyzing, seeing, coordinating, etc.? NOTE: Care must be taken to verify that just because a job has always been done a certain way, it must continue to be done that way.
4. How many other employees are available to perform the job function? Can the performance of that job function be distributed among any other employees?
5. How much time is spent on the job performing each particular function? Are tasks which are performed less frequently as important to job success as those which are done more frequently?
6. Would removing a function fundamentally alter the job?
7. What happens if a task is not completed on time?

JOB SETTING:

1. Location—Where are the essential functions of the job carried out?
2. Organization—How is the work organized for maximum safety and efficiency? How do workers obtain necessary equipment and materials?

3. Movement—What movement is required of employees to accomplish the essential functions of the job?
4. Conditions—What are the physical conditions of the job setting (*hot, cold, damp, inside, outside, underground, wet, humid, dry, air-conditioned, dirty, greasy, noisy, sudden temperature changes, etc.*)? What are the social conditions of the job (*works alone, works around others, works with the public, works under close supervision, works under minimal supervision, works under deadlines, etc.*)?

WORKER QUALIFICATIONS:

1. What are the physical requirements of the job (*lifting, driving, cleaning, etc.*)?
2. What are the general skills needed for the job (*ability to read, write, add, etc.*)?
3. What specific training is necessary? Can it be obtained on the job?
4. What previous experience, if any, can replace or be substituted for the specific training requirements?

HOW TO USE THE JOB ANALYSIS

Once the job analysis has been completed you will be in a better position to:

- Develop objective job-related interview questions.
- Write current and accurate job descriptions. Descriptions should be updated on a regular basis and a job analysis done if any factors outlined above have to be altered.
- Perform objective performance appraisals.
- Determine if accommodations can assist the person with a disability to perform the job.
- Conduct personnel functions in a non-discriminatory manner.

HOW IS THE ADA ENFORCED?

An informed business community will implement the ADA as intended, minimizing the necessity for people with disabilities to obtain their rights through litigation.

If a person wishes to file a formal complaint against an employer, they may contact the federal Equal Employment Opportunity Commission (EEOC) or the State Commission on Human Rights and Opportunities (CHRO). In addition, a private lawsuit in federal court may be filed after an individual receives a "right to sue" letter from the enforcement agency.

In Massachusetts, a person with a disability has the option to choose *mediation* through the Massachusetts Association of Mediation Programs and Practitioners (MAMPP). This process assists parties in creating win-win solutions. For more information, call (617) 451-2093.

If discrimination is found, employers may be ordered to place a person with a disability into the job sought. Employers may also be responsible for back pay as well as attorneys' fees and costs. In cases involving intentional discrimination, an employer may also be forced to pay compensatory and punitive damages.

THE BENEFITS OF HIRING PEOPLE WITH DISABILITIES

If competitive objectives are to be met, businesses of all sizes need the skills and labor potential of every worker. In order to maintain our standard of living and our role in the global market, and in order to protect a free market economy, the United States must not see any of its citizens as "throw-aways."

People with disabilities are a vital human resource. As this is recognized in the business community, employers competing to hire skilled workers will cite full accessibility as one of the benefits of the workplace.

According to a 1998 Harris Poll, only 29 percent of working-age adults with disabilities work full or part-time, compared with 79 percent of the non-disabled population. Among people with disabilities who are not employed, 72 percent say they want to work. Recent census data indicate that the number of people with disabilities who are unemployed is continuing to grow, pointing to a vast, untapped pool of workers with skills whose work power remains to be harnessed.

At the same time, making the work environment more accessible to workers with disabilities can have a positive effect on co-workers by promoting positive attitudes about job performance and job expectations. In turn, these new attitudes can open doors for other skilled job applicants with disabilities.

According to the federal government, over her/his lifetime, a person with a disability who is employed generates more than \$65,000 in various forms of taxes, saved costs of social services that would have been provided, and business generated by consumer spending.

GUIDELINES FOR CONDUCTING A JOB INTERVIEW

Hiring the right person for the job starts with conducting a good interview. You are not interviewing a disability. You are interviewing a person with skills and abilities. These guidelines will assist you in ensuring that persons with disabilities are afforded a fair and equitable opportunity to present their job qualifications.

- Make sure your company's employment offices and your interviewing location(s) are accessible to applicants with mobility impairments as well as those with visual, hearing, and cognitive disabilities.
- Be willing to make appropriate and reasonable accommodations to enable a job applicant with a disability to present himself/herself in the best possible light. For example, offer assistance to applicants who are blind or have limited use of their hands in completing their job application forms; provide an interpreter for an applicant who is deaf; offer detailed or specific instructions to persons with cognitive disabilities.
- Don't let a rehabilitation counselor, social worker, or other third party take an active part in or sit in on an interview unless the applicant requests it.
- Make sure you have in-depth knowledge of the essential job functions regarding the position for which the applicant is applying, as well as the details of why, how, where, when and by whom each task or operation is performed. This will enable you to structure the interview better and ensure that all questions are job-related.
- Relax and make the applicant feel relaxed. Don't be afraid of making mistakes. At the same time, remember that candidates must be expected to assume an equal share of the responsibility for making your interaction with them comfortable.

- Don't speculate or try to imagine how you would perform a specific job if you had the applicant's disability. The person with a disability has probably mastered alternate techniques and skills to live and work with his or her particular disability. You should ask an applicant to describe how he or she would perform a certain job task, if it is an essential function of the position.
- Concentrate on the applicant's technical and professional knowledge, skills, abilities, experiences, and interests, not on the disability. Remember, you can't interview a disability, hire a disability or supervise a disability. You can interview a person, hire a person, supervise a person.
- If the applicant is not technically or professionally qualified for the position in question, end the interview. If the applicant is qualified, feel free to discuss in an open, honest and straightforward manner how he or she plans to perform specific on-the-job duties. Remember, all questions should be job-related and asked in an open-ended format.



LOW COST SOLUTIONS AT THE JOB SITE

EXAMPLES OF PHYSICAL ACCOMMODATIONS

Accommodations may be made to the physical job site to enable people to carry out essential job functions. These may include alterations to the actual work environment or simply the provision of equipment. These accommodations may be “high-tech” or “low-tech.”

Examples of high-tech accommodations include the use of sophisticated robotic devices, speech synthesizers, environmental control systems and computerized reading machines. Examples of low-tech accommodations include raising a worker’s desk to allow an employee’s wheelchair to fit beneath it, providing a telephone amplifier for an individual with a hearing impairment, or providing a page-turning device for a person with limited use of his or her hands.

According to the Job Accommodation Network (*JAN*), a nationwide toll-free information service for employers, more than 69 percent of accommodations they suggested to business and industry cost less than \$500. The companies also reported that they saved money in the long run by making the accommodations.

OTHER TYPES OF ACCOMMODATIONS

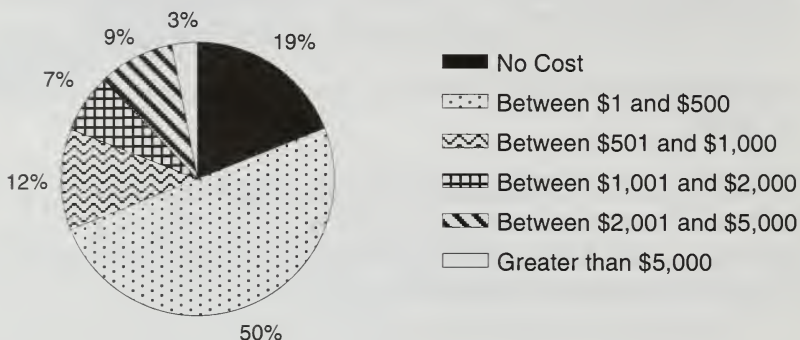
Accommodations may also be non-physical, including:

- adjusting work schedules and assignments for a worker who must rest between work periods, or must receive periodic medical treatment (*such as a person who receives kidney dialysis three times per week, or who receives psychotherapy regularly*);

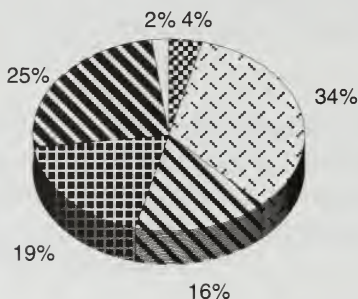
- providing reader services for an employee who is blind;
- training supervisors and co-workers to help them understand an employee's disability; and
- assigning non-essential job duties to other employees who are able to do them.

As with physical accommodations, changes of this type allow workers with disabilities to carry out the essential functions of the job. This is the essence of the ADA: *providing the environment and opportunity for a qualified worker to do his or her job.*

Accommodation Costs Reported by Businesses That Used JAN*



Company Savings Because Accommodations Were Made*



■ Value Unknown ▨ Between \$1 and \$5,000 ▩ Between \$5,001 and \$10,000
 ▤ Between \$10,001 and \$20,000 ▧ Between \$20,001 and \$100,000 □ Greater than \$100,000

Companies reported an average return of \$28.69 in benefits for every dollar invested in making an accommodation.

*Source: Job Accommodation Network (JAN)

Here are some examples of how technology and creativity have opened up employment opportunities for individuals with disabilities.*

PROBLEM:

SOLUTION:

A teacher with a hearing impairment had difficulty hearing the students' voices over the squeaks of chairs and desks on the linoleum floor. Also, the teacher could not see some of the students' faces clearly, and therefore could not effectively read their lips.

To eliminate noise, used tennis balls were cut and attached to the feet of the chairs and desks. The teacher rearranged the desks in a horseshoe in order to see the faces of all students. COST: \$0 (*The tennis balls were donated by an avid tennis player who would have thrown them away.*)

PROBLEM:

SOLUTION:

A cashier with mild mental retardation had difficulty making change.

The worker was given a talking calculator and a chart of bills and coins. COST: \$150

PROBLEM:

SOLUTION:

A field geologist who was deaf and worked alone in remote areas was unable to use two-way radio communication to report his findings.

Text telephone technology was used to allow the geologist to communicate using a cellular phone. COST: \$400 plus monthly service fee for the phone.

* *Our thanks to the Job Accommodation Network and the President's Committee on Employment of People with Disabilities for these stories.*

PROBLEM:***SOLUTION:***

A department store retail clerk with multiple sclerosis had problems with stamina and used a scooter for mobility.

The employee was reassigned to a department on the first floor, provided with space for the scooter, given a sit/lean stool at the register, and was scheduled for first shift, with every third day off. COST: \$200

PROBLEM:***SOLUTION:***

A technical editor in the publishing industry had a spinal cord injury and needed to work lying on his back.

A work station was provided that enabled the editor to work on a computer while in a supine position. COST: \$2,000

PROBLEM:***SOLUTION:***

An insurance claims adjuster had chemical sensitivities which caused him to become ill when exposed to certain chemicals in the air.

The ventilation system in the employee's office was modified, and co-workers were asked not to use scented products. The employee was also permitted to attend staff and training meetings remotely by speaker phone and to wear a mask when needed. COST: \$650

PROBLEM:***SOLUTION:***

A greenhouse worker with mental retardation had difficulty correctly mixing various chemicals.

Measuring cups, a checklist, and the chemicals were color-coded in a coordinated manner so the person could accomplish tasks by matching colors. COST: \$25

PROBLEM:**SOLUTION:**

An individual with a neck injury, who worked in a lab, had difficulty bending his neck to use his microscope.

A periscope was attached to the microscope. COST: \$2,400

PROBLEM:**SOLUTION:**

A garage mechanic with epilepsy was unable to drive vehicles.

Any qualified driver in the company (*regardless of job held*) could drive the vehicle to the mechanic's work station. COST: \$0

PROBLEM:**SOLUTION:**

A production worker with mental retardation and limited fine motor dexterity had difficulty using tweezers and magnifying glasses to perform her job.

Giant tweezers were purchased. COST: \$5

PROBLEM:**SOLUTION:**

A saw operator with a learning disability had difficulty measuring to the fraction of an inch.

A wallet size plastic card on which fractions were listed on an enlarged picture of an inch. The employee was able to compare the card with the location of the ruler to identify the correct fraction. COST: \$5

PROBLEM:***SOLUTION:***

A custodian with low vision was having difficulty seeing the carpet when he was vacuuming.

A fluorescent lighting system was mounted on his vacuum cleaner. COST: \$250

PROBLEM:***SOLUTION:***

A "quick service" restaurant grill operator had a severe learning disability. He could not read but could recognize specific single letters on orders for hot dogs and hamburgers.

Condiment bins were coded with the first letter of the item so the worker could match the order to the bin. COST: Less than \$25

PROBLEM:***SOLUTION:***

An administrative assistant in a social service agency has a psychiatric disability that causes concentration and memory problems related to word processing, filing, and telephone work.

Accommodations including using soothing music in one earphone to block distractions and taped instructions to augment written material. COST: \$150

PROBLEM:

From repetitive movement, an electromechanical assembly crew member had acquired a wrist/hand trauma disorder which decreased his ability to use hand tools for assembly.

SOLUTION:

A rechargeable electric screw-driver was purchased to reduce repetitious twisting motion. These were subsequently purchased for all employees as a preventative measure. COST: \$65 each.

PROBLEM:

Due to a severe hearing loss, a nurse is unable to monitor the multiple alarms on medical equipment in the critical care unit.

SOLUTION:

To continue to utilize her experience and training, the hospital transferred her to an open position in the laboratory, where a vibrating pager and a portable TDD direct her to various locations throughout the hospital. COST: \$634

PROBLEM:

A repair person had bipolar disorder and had to attend regular training seminars. He had trouble taking effective notes and paying close attention to instruction.

SOLUTION:

A co-worker took notes on carbon-backed notebook paper and shared copies with the person. Between concentrating on the speaker and using the notes, the employee was able to get the entire content. COST: \$10

(A laptop computer is another method, if the business regularly utilizes them.)

PROBLEM:***SOLUTION:***

A clerk-typist with severe depression and problems with alcoholism experiences problems with the quality and quantity of her work.

Employee is provided with extended sick leave to cover a short period of hospitalization and a modified work schedule to attend weekly psychotherapy treatment. Treatment is covered by company medical plan. COST: \$0

PROBLEM:***SOLUTION:***

A mailroom clerk with a brain injury often had difficulty sorting the mail when names were similar.

To put not only the individual's name on the mail slot, but their company ID picture. This resolved the errors. COST: \$0

PROBLEM:***SOLUTION:***

A bakery worker with mental retardation had trouble placing cookie dough by precise numbers and patterns on sheets due to visual perception problems.

A plastic template was made for the cookie sheet with holes cut to indicate the size and precise placing pattern. COST: \$50

MYTHS AND FACTS ABOUT PEOPLE WITH DISABILITIES

Myths are roadblocks that interfere with equal employment opportunity for persons with disabilities. These roadblocks usually result from a lack of experience and interaction with persons with disabilities. This lack of familiarity has nourished negative attitudes concerning employment of persons with disabilities. The major barriers to achievement by people with disabilities in our society continue to be attitudinal barriers, stereotypical thinking, and assumptions about what people can and can't do. The truth is that the range of ability of persons within any disability group is enormous, and each person needs to be viewed as what they are: *individual*. Listed below are some assumptions that can pose barriers to employment for persons with disabilities.

MYTH:

Hiring employees with disabilities increases workers compensation insurance rates.

FACT:

Insurance rates are based on the relative hazards of the operation and the organization's accident experience, not on whether workers have disabilities.

MYTH:

Employees with disabilities have a higher absentee rate than employees without disabilities.

FACT:

Studies by firms such as DuPont show that employees with disabilities are not absent any more than employees without disabilities.

MYTH:

Persons with disabilities need to be protected from failing.

FACT:

Persons with disabilities have a right to participate in the full range of human experiences—including success and failure. Employers should have the same expectations of, and work requirements for, all employees.

MYTH:

Persons with disabilities are unable to meet performance standards, thus making them a bad employment risk.

FACT:

In 1990, DuPont conducted a survey of 811 employees with disabilities and found 90 percent rated average or better in job performance compared to 95 percent for employees without disabilities.

MYTH:

Persons who are deaf make ideal employees in noisy work environments.

FACT:

Some loud noises can cause harm to the auditory system. Persons who are deaf should be hired for jobs that they have the skills and talents to perform, rather than prejudged regarding employment opportunities.

MYTH:

Considerable expense is necessary to accommodate persons with disabilities.

FACT:

Most workers with disabilities require no special accommodations and the cost often is minimal or much lower than might be expected.

MYTH:

Employees with disabilities are more likely to have accidents on the job than employees without disabilities.

FACT:

In the 1990 DuPont study, the safety records of both groups were identical.

MYTH:

A person with mental retardation cannot be trained to perform a job as well as an employee without a disability.

FACT:

Over two-thirds of the 4,000 participants in Pizza Hut, Inc's "Jobs Plus Program" are persons with mental retardation. The current turnover rate among these employees with disabilities is a modest 20 percent compared to the 150 percent turnover rate of employees without disabilities. This means a drop in recruitment and training costs.

MYTH:

An individual with a psychiatric disability cannot work in a stressful environment where tight timelines have to be met.

FACT:

Individuals perceive stress differently and their responses vary. Some individuals with psychiatric disabilities perform effectively in jobs that require specific timelines and structure.

MYTH:

A person with a developmental disability and difficulty with fine motor control is unlikely to be able to handle complex operations on the production line of a manufacturing plant.

FACT:

Persons with this combination of functional limitations have been successfully hired for production line jobs involving labeling, filling, capping, and packing bottled liquids. The only accommodation supplied for these workers was a plywood jig. The jig enabled the workers to hold the bottles steady for correct labeling.

MYTH:

A person who is blind and missing his right hand cannot perform a job as a machinist.

FACT:

An applicant who had lost his vision and right hand in the service was re-trained as a machinist, and given a job on a trial basis. The only accommodation needed was to move a lever from the right side of the machine to the left. From the first day, he broke production records.

MYTH:

It is unlikely that a man whose right leg is amputated six inches above the knee can perform the duties of a warehouseman that require loading and unloading trucks, standing, lifting, bending, and delivering supplies to various sections as needed.

FACT:

A person with this type of amputation was hired to work in a paper warehouse. He performed the job without any modification. He worked out so well that the company moved him to operating heavy equipment, a log stacker. The company did not have to make any accommodations. He was able to climb ladders and the heavy equipment without any problems.

COMMUNICATING WITH AND ABOUT PEOPLE WITH DISABILITIES

The Americans with Disabilities Act (*ADA*), other legislation, and the efforts of many disability organizations have begun to improve accessibility in buildings, increase access to education, open employment opportunities, and develop realistic portrayals of persons with disabilities in television programming and motion pictures. However, many people still view persons with disabilities as individuals to be pitied, feared, ignored. These attitudes may arise from discomfort with individuals who are perceived to be different, or simply from a lack of information. Listed below are some suggestions on how to relate and communicate with and about people with disabilities. We must look beyond the disability and look at the individual's ability and capability—the things that make each of us unique and worthwhile.

WORDS

Positive language empowers. When writing or speaking about people with disabilities, it is important to put the person first. Group designations such as “the blind,” “the deaf” or “the disabled” are negative and inappropriate because they do not reflect the individuality, equality, or dignity of people with disabilities. In contrast, positive phrases put the person first.

POSITIVE PHRASES:**NEGATIVE PHRASES:**

- | | |
|--|--|
| ➤ person with mental retardation | ➤ retarded, mentally defective |
| ➤ person who is blind, person who is visually impaired | ➤ the blind |
| ➤ person with a disability | ➤ the disabled, crippled, lame |
| ➤ person who is deaf, person who is hard of hearing | ➤ suffers a hearing loss, the deaf |
| ➤ person who has multiple sclerosis | ➤ afflicted by MS |
| ➤ person with cerebral palsy | ➤ CP victim |
| ➤ person who uses a wheelchair | ➤ confined or restricted to a wheelchair |
| ➤ person without a disability | ➤ normal person (<i>implies that the person with a disability isn't normal</i>) |
| ➤ unable to speak, uses synthetic speech | ➤ dumb, mute |
| ➤ successful, productive | ➤ has overcome his/her disability; courageous (<i>when it implies the person has courage because of having a disability</i>) |
| ➤ person with psychiatric disability | ➤ crazy, nuts |
| ➤ person who no longer lives in an institution | ➤ the deinstitutionalized |

ADA RESOURCES: WHERE TO TURN FOR HELP

This resource list is a representative sample of the variety and types of services and agencies presently available throughout the country and state. The listing is not an endorsement of the services or agencies identified.

While most of the organizations listed provide some assistance free of charge, there may be additional services offered for a fee. Be sure to ask each organization you contact whether a fee applies to the specific service you are requesting.

In addition, the list does not include all services or agencies available throughout the state. We suggest you contact your local Independent Living Center, Municipal Disability Office, Chamber of Commerce, or Better Business Bureau, and the yellow pages, to locate additional services and agencies available in your area.

MASSACHUSETTS OFFICE ON DISABILITY
One Ashburton Place, #1305
Boston, MA 02108
(617) 727-7440 • 1-800-322-2020 (V/TTY)

The Massachusetts Office on Disability (MOD) is the Commonwealth's Americans with Disabilities Act Coordinating Agency. It works to assure the advancement of legal rights and for the promotion of maximum opportunities, supportive services, accommodations and accessibility in a manner that fosters dignity and self-determination.

One of the ways MOD fulfills its mission is by working closely with local Commissions on Disability. The Commissions work in their communities to promote inclusion and integration of people with disabilities in all activities, programs, services and employment opportunities.

For more information on the MOD, or to find out how to contact the Commission on Disability in your community, contact the MOD at the above address and telephone number, or access their web site at: <http://www.state.ma.us/mod/>.

INDEPENDENT LIVING CENTERS (ILCs)

ILCs provide businesses and organizations in the community with technical assistance concerning disability issues. They also assist persons with disabilities to achieve control of their lives and develop skills to live and work in the community.

Ad-Lib
215 North Street
Pittsfield, MA 01201
Phone: (413) 442-7047
TTY: (413) 442-7158
Fax: (413) 443-4338
adlib@vgernet.net

Center for Living and Working
Worcester Business Center
67 Millbrook Street
Worcester, MA 01608
Phone: (508) 363-1226
TTY: (508) 798-0350
Fax: (508) 363-1254

Independence Associates
10 Oak St., 2nd Floor
Taunton, MA 02780
Phone: (508) 880-5325 voice/TTY
Fax: (508) 880-6311

MetroWest CIL
63 Fountain Street, #401
Framingham, MA 01702
Phone: (508) 875-7853 voice/TTY
Fax: (508) 875-8359

Southeast CIL
66 Troy Street, Merrill Building
Fall River, MA 02721
Phone: (508) 697-9210
Fax: (508) 677-2377
www.secil.org/

Stavros CIL
691 South East Street
Amherst, MA 01002
Phone: (413) 256-0473 voice/TTY
Fax: (413) 256-0190

Boston Center for Independent Living
95 Berkeley Street, Suite 206
Boston, MA 02116
Phone: (617) 338-6665
TTY: (617) 338-6662
Fax: (617) 338-6661
Bostoncil@hotmail.com

C.O.R.D.
1014 Iynough Road, #4
Hyannis, MA 02601
Phone: (508) 775-8300
TTY: 1-800-541-0282
Fax: (508) 775-7022
Capecod.net/cord/

ILC of the North Shore and Cape Ann
27 Congress Street, Suite 107
Salem, MA 01970
Phone: (978) 741-0077
Fax: (978) 741-1133
ilnsca@aol.com

Northeast IL Program
20 Ballard Road
Lawrence, MA 01843
Phone: (978) 687-4288 voice/TTY
Fax: (978) 689-4488
Info@nilp.org

Vivienne Thomson Independent Living
Center
555 Armory Street
Ethos Building
Jamaica Plain, MA 02130
Phone: (617) 522-9840
Fax: (617) 522-9839
mdacs@aol.com

STATE OF MASSACHUSETTS PROGRAMS

MASSACHUSETTS REHABILITATION COMMISSION (MRC)

27 Wormwood Street, Suite 600

Boston, MA 02210-1616

1-800-245-6543 (Toll-free)

(617) 204-3600 (V) • (617) 204-3868 (TTY)

www.state.ma.us/mrc

The Massachusetts Rehabilitation Commission (MRC) assists individuals with disabilities to live independently and go to work. MRC is the agency of the Commonwealth responsible for Vocational Rehabilitation Services, Independent Living Services, and for eligibility determination for the SSI/SSDI (federal) benefits programs for Massachusetts citizens with disabilities. The agency serves individuals with all types of disabilities except those who are blind. Individuals with visual disabilities are served through the Massachusetts Commission for the Blind. The Agency has three distinct divisions. The largest division, Vocational Rehabilitation (VR), assists people in finding or returning to work despite a disabling condition. This division also works closely with employers in the local community to increase their knowledge about diversity in the workplace.

(See page 73 for listing of local offices)

MASSACHUSETTS COMMISSION FOR THE BLIND (MCB)

88 Kingston Street

Boston, MA 02111

1-800-392-6450 (Toll-free)

(617) 727-5550 (V) • 1-800-392-6556 (TTY)

The Massachusetts Commission for the Blind (MCB) provides services to blind citizens of the Commonwealth, enabling them to lead more fulfilling and independent lives. The Commission offers vocational rehabilitation, independent living social services, home care and respite assistance, radio reading programs, resource information, community systems advocacy, and residential and day services.

In its vocational rehabilitation program, the Commission, in collaboration with the Massachusetts Jobs Council, identifies employment sectors with growth opportunities, targets training programs consistent with those sectors, and identifies employment opportunities for qualified blind applicants.

DEPARTMENT OF MENTAL RETARDATION (DMR)

160 North Washington Street

Boston, MA 02114

(617) 727-5608 (V) • (617) 624-7783 (TTY)

The Department of Mental Retardation (DMR) strives to create an array of supports, housing options, training and services that are custom-fit to a person's needs and desires. This system supports people in defining their own needs and preferences in many areas including daily routine, personal goals, home, work, leisure and life-style.

DEPARTMENT OF PUBLIC HEALTH (DPH)

250 Washington Street

Boston, MA 02108-4619

(617) 624-6000 (V)

The Department of Public Health (DPH) works to help all people reach their full potential for health; ensures that the people of the Commonwealth receive quality health care and live in a safe and healthy environment; builds partnerships to maximize access to affordable, high quality health care; are dedicated to the health concerns of those most in need; empowers communities to help themselves; and protects, preserves, and improves the health of all the Commonwealth's residents.

DEPARTMENT OF MENTAL HEALTH (DMH)

25 Staniford Street

Boston, MA 02114

(617) 628-8000 (V) • (617) 727-9842 (TTY)

The mission of the Department of Mental Health (DMH) is to improve the quality of life for adults with serious and persistent mental illness and children with serious mental illness or severe emotional disturbance. This is accomplished by ensuring access to an integrated network of effective and efficient services that promotes consumer rights, responsibilities, rehabilitation and recovery.

**MASSACHUSETTS COMMISSION AGAINST DISCRIMINATION
(MCAD)**

One Ashburton Place, Room 601
Boston, MA 02108-1518
(617) 727-3990

43 Dwight Street, Room 220
Springfield, MA 01103
(413) 739-2145 • (617) 727-3990 x588 (TTY)

The Massachusetts Commission Against Discrimination's (MCAD's) mission is to ensure equality of opportunity by enforcing the Commonwealth's Anti-Discrimination laws, Chapters 151B & 272, through the resolution of complaints of discrimination in the areas of employment, housing, public accommodations, services, credit and education. The Commission reviews and advises the Governor's Cabinet Offices pursuant to the requirements of Executive Order 227 concerning the policy and practices of the state's affirmative mandates in employment, housing, construction, contract compliance and minority and women business enterprises.

DISABLED PERSONS PROTECTION COMMISSION (DPPC)

50 Ross Way
Quincy, MA 02169
(617) 727-6465 • 1-800-426-9009 (V/TTY)

The Disabled Persons Protection Commission (DPPC) is an independent state agency whose purpose is to investigate and remediate cases of abuse of the Commonwealth's most vulnerable citizens.

The Disabled Persons Protection Commission (DPPC) was created by M.G.L. C. 19C in 1987 as an independent investigation and oversight agency which is responsible for the investigation and remediation of instances of abuse of disabled persons in the Commonwealth.

**MASSACHUSETTS COMMISSION FOR THE DEAF AND HARD OF
HEARING (MCDHH)**

210 South Street, Fifth Floor
Boston, MA 02111

(617) 695-7500 (V) • (617) 695-7600 (TTY)

The Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH), under the Executive Office of Health and Human Services, serves as the principal agency in the state on behalf of deaf, late deafened, and hard of hearing people.

The Commission is also the lead agency for the federal, cross-disability, cross-agency grant from the U.S. Department of Education through the National Institute on Disability and Rehabilitation Research, which funds the Massachusetts Assistive Technology Partnership (MATP), to develop a coordinated, statewide system to enable access to assistive technology and assistive technology related services by people with disabilities in Massachusetts.

**MASSACHUSETTS ASSISTIVE TECHNOLOGY PARTNERSHIP
(MATP)**

Children's Hospital
1295 Boylston Street, Suite 310
Boston, MA 02215

(617) 355-7820 (V) • (617) 355-7301 (TTY)

The purpose of the Massachusetts Assistive Technology Partnership (MATP) is to increase access to assistive technology for people of all ages and all disabilities through a variety of consumer responsive systems change activities. The MATP provides information, referral, training, technical assistance, and advocacy, and works to improve laws and policies providing access to assistive technology. The MATP is a statewide project, funded through the National Institute of Disability and Rehabilitation Research (NIDRR), U.S. Department of Education. The MATP is administered by the Massachusetts Commission for the Deaf and Hard of Hearing, which contracts with four organizations to provide MATP services.

**MASSACHUSETTS ASSOCIATION OF MEDIATION PROGRAMS AND
PRACTITIONERS (MAMPP)**

c/o AAA
133 Federal Street, 10th Floor
Boston, MA 02110
(617) 451-2093

The Massachusetts Association of Mediation Programs and Practitioners (MAMPP) is a non-profit organization of mediators, community mediation programs and their supporters who have joined together to promote, support and develop the use of mediation to resolve disputes throughout the Commonwealth.

MASSACHUSETTS ARCHITECTURAL ACCESS BOARD (AAB)

One Ashburton Place, Room 1310
Boston, MA 02108
(617) 727-0660

The Architectural Access Board (AAB) is a regulatory agency within the Massachusetts Executive Office of Public Safety. Its legislative mandate states that it shall develop and enforce regulations designed to make public buildings more accessible to, functional for, and safe for use by persons with disabilities.

Regulations are designed to provide full and free use of buildings and facilities so that persons with disabilities may have the education, employment, living and recreational opportunities necessary to be as self-sufficient as possible and to assume full responsibilities as citizens.

ADAPTIVE ENVIRONMENTS CENTER, INC. (AEC)

374 Congress Street, Suite 301
Boston, MA 02210
(617) 695-1225 (V/TTY)
e-mail: adaptive@adaptenv.org
Website: www.adaptenv.org

A non-profit organization, Adaptive Environments Center, Inc. (AEC) was founded in 1978 to address the environmental issues that confront people with disabilities and elderly people. Adaptive Environments promotes accessibility as well as universal design through education programs, technical assistance, training, consulting, publications and design.

It's mission is to promote facilitate, and advocate for international adoption of policies and designs that enable every individual, regardless of disability or age, to participate fully in all aspects of society. Adaptive Environments' current projects include:

Managing the New England ADA Technical Assistance Center and providing technical assistance materials on the Americans with Disabilities Act, the Fair Housing Amendments Act, and other disability policy related topics.

FEDERAL RESOURCES

THE ACCESS BOARD

Washington, D.C.

1-800-872-2253 (V) • 1-800-993-2822 (TTY)

website: www.access-board.gov

e-mail: info@access-board.gov

The Access Board is devoted to accessibility for people with disabilities. Responsibilities include: developing and maintaining accessibility requirements for the built environment, transit vehicles, telecommunications equipment and for electronic and information technology; providing technical assistance and training on these guidelines and standards; and enforcing accessibility standards for federally funded facilities.

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC)

Washington, D.C.

1-800-669-4000 (V) • 1-800-669-6820 (TTY)

website: www.eeoc.gov

The Equal Employment Opportunity Commission (EEOC) develops technical assistance materials for the employment provisions of the ADA and investigates complaints of employment discrimination based on disability.

JOB ACCOMMODATION NETWORK (JAN)
Morgantown, West Virginia
1-800-526-7234 (V/TTY)
website: janweb.icdi.wvu.edu/english/homeus.htm

The Job Accommodation Network (JAN) assists employers to provide reasonable accommodations to their employees with disabilities.

NATIONAL ORGANIZATION ON DISABILITY (NOD)
Washington, D.C.
(202) 293-5960 (V) • (202) 293-5968 (TTY/TDD)
website: www.nod.org

The National Organization on Disability (NOD) is a national network organization concerned with all disabilities, age groups and disability issues. NOD commissioned many studies on the attitudes and activities of Americans with disabilities.

**NEW ENGLAND ADA TECHNICAL ASSISTANCE CENTER
(NEAAC)**
Boston, MA
1-800-949-4232 (V/TTY/TDD)
website: www.adaptenv.org

The New England ADA Technical Assistance Center (NEATAC) is a federally-funded center which provides technical assistance, materials and training on the ADA.

U.S. DEPARTMENT OF LABOR, OFFICE OF DISABILITY POLICY
Washington, D.C.
(202) 376-6200 (V) • (202) 376-6205 (TTY)
website: www.pcepd.gov

The President's Committee on Employment of People with Disability answers questions and provides resources related to employing persons with disabilities.

U.S. DEPARTMENT OF JUSTICE

CIVIL RIGHTS DIVISION

Washington, D.C.

1-800-514-0301 (V) • 1-800-514-0383 (TTY)

website: www.usdoj.gov/crt/ada/adahom1.htm

The U.S. Department of Justice, Civil Rights Division, investigates complaints of discrimination under Title II and Title III of the ADA; provides information, training and technical assistance to interested parties.

MISCELLANEOUS RESOURCES

MASSACHUSETTS RELAY

(Relay Communications Services Offered by VISTA IT)

1-800-439-0183 (V) • 1-800-439-2370 (TTY/TDD)

or

DIAL 711

The Massachusetts Relay provides telephone relay services between TTY/TDD users and voice callers who do not have TTYs/TDDs.

MRC OFFICE LOCATIONS

GR. BROCKTON AREA

55 City Hall Plaza
Brockton, MA 02301
(508) 583-1530, 7-8728
FAX: (508) 427-5788

GR FALL RIVER AREA

170 Pleasant Street
3rd Floor, Room 300
Fall River, MA 02721-3015
(508) 678-9041, 7-4578
FAX: (508) 676-2734

GR. BROOKLINE AREA

320 Washington Street, 2nd Floor
Brookline, MA 02445-6850
(617) 739-9080, 7-7163
FAX: (617) 232-9256

GR FITCHBURG AREA

76 Summer Street, Room 330
Fitchburg, MA 01420-5785
(508) 792-7380, (978) 345-1713
FAX: (978) 343-6949

GR. CAPE & ISLANDS AREA

Career Opportunities
77 High School Road Ext.
Hyannis, MA 02601
(508) 862-6600
FAX: (508) 790-4926

GR. GREENFIELD AREA

238 Main Street, 3rd Floor
Greenfield, MA 01301-3243
(413) 774-2326
FAX: (413) 774-4654

GR. DOWNTOWN BOSTON

59 Temple Place
9th Floor, Suite 905
Boston, MA 02111-1307
(617) 357-8137
FAX: (617) 482-5576

GR. HOLYOKE AREA

187 High Street
Holyoke, MA 01040
(413) 536-8200
FAX: (413) 533-5022

GR. LAWRENCE AREA

One Parker Street, 2nd Floor
Lawrence, MA 01843
(978) 685-1731, 7-5808
FAX: (978) 975-9907

GR NEW BEDFORD AREA

888 Purchase Street
New Bedford, MA 02740
(508) 993-6255, 7-1310
FAX: (508) 979-8554

GR. LOWELL AREA

325 Chelmsford Street, #4
Lowell, MA 01851
(978) 458-4544, 7-4632
FAX: (978) 937-9879

GR. NORTH ADAMS AREA

85 Main Street
North Adams, MA 01247
(413) 663-5391
FAX: (413) 664-7963

GR. MALDEN AREA

157 Pleasant Street, Street Floor
Malden, MA 02148-4821
(781) 324-7160, 7-1548
FAX: (781) 388-9345

GR. PITTSFIELD AREA

6 Clinton Avenue
Pittsfield, MA 01201-6795
(413) 499-2720
FAX: (413) 443-4835

GR. MILFORD AREA

Home National Office Plaza
100 Medway Road, Suite 102
Milford, MA 01757
(508) 792-7750
FAX: (508) 634-0746

GR. PLYMOUTH AREA

40 Industrial Pk. Rd., Suite 206
Plymouth, MA 02360-4884
(508) 747-5922, 7-7538/9
FAX: (508) 830-1899

GR. NATICK AREA

251 West Central Street, Suite 25
Natick, MA 01760
(508) 651-7531, 7-6208
FAX: (508) 655-8799

GR. QUINCY AREA

275 Hancock Street, 2nd Floor
Quincy, MA 02171-2249
(617) 471-1600, 7-8978
FAX: (617) 770-1893

GR. ROXBURY AREA

Zakrzewska Building
40 Dimock Street, 3rd Floor
Roxbury, MA 02119-1210
(617) 442-5510
FAX: (617) 442-5724

GR. TAUNTON AREA

21 Spring Street, 1st Floor
Taunton, MA 02780
(508) 823-8141, 7-4592
FAX: (508) 821-3796

GR. SALEM AREA

45 Congress Street, Building #3
Salem, MA 01970
(978) 745-8085, 7-1780
FAX: (978) 745-9063

GR. WALPOLE AREA

55 West Street, 1st Floor
Walpole, MA 02081-1837
(508) 668-8912, 7-7195
FAX: (508) 668-9655

GR. SOMERVILLE AREA

5 Middlesex Avenue
3rd Floor, Suite 302
Somerville, MA 02145-1130
(617) 776-2662, 7-6679
FAX: (617) 776-1331

GR. WOBURN AREA

500 West Cummings Park
Room 2050
Woburn, MA 01801-6503
(781) 932-9163, 7-0270
FAX: (781) 937-3676

GR. SPRINGFIELD AREA

16 Fort Street
Springfield, MA 01103-1284
(413) 736-7296, 155-57
FAX: (413) 737-5693

GR. WORCESTER CITY

359 Main Street
Worcester, MA 01608-1511
(508) 754-1757
FAX: (508) 799-7576

GR. STURBRIDGE AREA

57 Main Street
Sturbridge, MA 01566
(508) 347-7661
FAX: (508) 347-5743

**STATEWIDE EMPLOYMENT
SERVICES**

27 Wormwood Street, Suite 600
Boston, MA 02210
(617) 204-3854
FAX: (617) 204-3847

NOTES

NOTES



GOVERNMENT DOCUMENTS
COLLECTION
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The Boston Foundation

CATALYST FOR COMMUNITY

ABOUT THE BOSTON FOUNDATION

The Boston Foundation is Greater Boston's community foundation. Through its grant-making, the Foundation funds hundreds of non-profit organizations and programs that help to build strong, healthy communities, and is committed to creating equal opportunities for all citizens of Greater Boston.